Joint Logistics Board

Ms Diane Morales, DUSD (L&MR)
Chair
7 November 2001

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JLB Rules of Engagement

- **Overview Briefings**
  - Workgroups frame initiatives & some initial milestones
  - Identify issues for JLB decision
  - Receive JLB vector
- **“Way Ahead” Briefing**
  - Frame initiative, identify key actions, layout campaign plan
  - Receive JLB vector

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End-to-End Distribution Initiative Overview

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DLEB Collaborative Initiative
End-To-End Distribution
"Overview"

- **End State:** Integrated, synchronized, end-to-end distribution system to meet warfighter requirements for information and materiel.
- **Current Situation = Sub-optimization:**
  - Lack of end-to-end visibility
  - Improper packaging
  - Unnecessary warfighter workload
  - No link to acquisition
  - Inefficient materiel configuration
  - Unsynchronized multiple supply chains
  - Unnecessary nodal delays
  - Incomplete information
  - Inefficient use of transportation assets
  - Cumbersome payment/financial processes
- **Proposed Solution:** Establish a Single Process Manager for Distribution to:
  - -Provide oversight of entire materiel distribution process – from source to warfighter & retrograde to maintenance provider or disposal.
  - Establish metrics & monitor performance.
  - Execute through partnership w/ existing service providers
  - Recommend distribution policies & procedures.
  - -Collaborate with acquisition community to influence contracting,

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DLEB Collaborative Initiative
End-To-End Distribution
"Overview"

- **Expected results:**

  -Better supply chain decisions – stock positioning, transportation, and delivery for improved service at lower cost to meet warfighter requirements.

  -Real-time visibility

  -Smaller logistics footprint.

- **Issues**

  – SCOPE – recommendations in (RED)

    - Sustainment (IN) & Deployment (OUT)
    - Classes of Supply (ALL – implement secondary items first)
    - Tactical end point (Will vary by CINC, Military Service, & Commodity)

  – Authority of DPM – What directive authority required by policy?

  – Collaboration w/ Acquisition – CLS/DVD's/Prime Vendors/IMPACT present challenges

  – Interface w/ Executive Agents Initiative

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DLEB Collaborative Initiative End-To-End Distribution "Overview"

Status:

-- Collaborative Working Group established. Members include:

DLA(lead)	**Joint Staff(J-4)**	**Navy (OPNAV)**
CAPT Tony Prince(P)	COL Brad Smith	Tom Gribble(P)
Tom Neufer	CDR Jerry Reid(P)	CDR Sam Kojm
Stephanie Pennello	Dennis Chung	
Charlie Nye	**USTRANSCOM**	**USAF (ILTT)**
	LtCol Tye Beasley(P)	Patty Kelly(P)
OSD	Trish Young	COL Michael VanHouse
Alan Estevez(P)	**Army (DCSLOG)**	
Kathy Smith(P)	LTC Tom Masselink(P)	**USMC (I&L)**
Ken Stombaugh	Fredrica Hensley	MAJ

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DLEB Collaborative Initiative
End-To-End Distribution
"Overview"

Status (continued):

-- Reviewing work already accomplished (not all inclusive):

- USTC/DLA SDMI partnership on E2E process improvements
- JT&E evaluations on in-theater distribution and supporting processes
- FLOW
- QDR Review on "End-to-end" Distribution
- Global Distribution Publication (Joint Pub-409)
- JLWI

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Unresolved Issues

No unresolved issues at this time

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Enterprise Integration Initiative Overview

Mr. Mark Honecker ***Ms. Laura Faught***
DCNO (Fleet Readiness and Logistics
DUSD(L&MR)LSM

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DLEB Collaborative Initiative
Enterprise Integration (EI)
"Overview"

- **End State:**
  - Information Systems will provide timely access to accurate, actionable information across logistics chains to enable real-time, protected logistics situational awareness
- **Working Group Status:**
  - Collaborative working group established – Navy lead, with representatives from OSD, Army, Air Force, USMC, DLA, and J4
  - Quickplace web tool set up to facilitate team efforts
  - Services and DLA presented EI/ERP status / update briefs to group
    - Current and future plans presented and discussed
    - Take-aways: Approaches vary, but goals are to eliminate / reduce numbers of systems and streamline processes; there are commonalities as well as differences, but opportunities exist to collaborate, avoid duplication of effort, and share / leverage successes across DoD

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DLEB Collaborative Initiative
Enterprise Integration (EI)
"Overview"

- **Road Ahead:**
  - Develop mechanism for sharing information and synchronizing efforts
  - Focus on change management, best business processes, and best implementation practices
  - Educate and collaborate
  - Dispel ERP myths
  - Manage expectations
- **Issues:**
  - How big is the "E" in Enterprise?
  - Leverage and optimize OSD(P&R), OSD(C), and DUSD(L&MR) separate ERP program review efforts/results

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Unresolved Issues

No unresolved issues at this time

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IPT Members
Enterprise Integration (EI)

Points of Contact

- **Navy**
  - Mr. Mark Honecker (IPT Lead) OPNAV
  - Mr. Denny Distler NAVAIR
  - Mr. Mike Erk NAVAIR
  - CAPT Don Hoffmann OPNAV N40
  - CDR Mike Pawley OPNAV N40
- **Air Force**
  - Mr. Steve Alsup USAF/ILXI
- **Army**
  - Col Tommy Rich ODCSLOG
- **USMC**
  - LtCol Bob Rackham HQMC

- **DUSD(L&MR)**
  - Ms. Laura Faught LSM
  - Mr. Gary Jones LSM
  - Mr. Ron Kolakowski LSM
- **DLA**
  - Mr. Doug French J-323
  - CAPT John Lantelme J-32
- **Joint Staff**
  - CDR Dennis O'Rear J4
  - Col Steve Fenstermacher J4

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Total Life Cycle Management Initiative Overview

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DLEB Collaborative Initiative
Total Life Cycle Systems Management
"Overview"

- **Desired End State:**
  - Weapon System Managers (WSM) responsible for weapon system sustainability and maintainability
    - Weapon System sustainment integrated and managed to Warfighter(Service Force Provider) requirements
- **Elements:**
  - Performance based agreements btwn Warfighter(Service Force Provider) and WSM
  - WSM orchestration of logistics chain to meet performance expectations
  - Realignment of appropriated funds to program management accounts
  - Extension of WSM tours to as much as 5 years to ensure continuity / responsibility
  - Evolution of universal product codes for defense equipment
  - Development of metrics/oversight mechanisms for sustainment of weapon systems
  - Continued professional development/career progression of program management staffs
  - Adjustments to JROC process to stress high reliability systems

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DLEB Collaborative Initiative
Total Life Cycle Systems Management
"Overview"

- **Working Group Discussions:**
  - Performance-based agreements:
    - Btwn Service Force Provider and WSM
    - Btwn WSM and sustainment organizations/organic providers
  - Cost-effective sustainment, managed across the life cycle, that meets formal Service Force Provider ORD performance and O&S cost requirements
  - Programs and incentives for continuous investment in commercial technology, to reduce legacy system ownership costs/inherent RAM
  - Professional Acquisition and Logistics workforces, charged to execute optimal TLCSM state
  - Early engagement of logistics professionals in weapon system management
  - Comprehensive set of peacetime/wartime ORD Service Force Provider requirements
    - TLCSM **must** work in both peacetime and wartime
    - Supportability and cost-related performance criteria in ORDs defined and pursued
    - Contractor on the battlefield issues
  - Improved support and O&S cost-related metrics
    - CAIV emphasis extended to cost in operational environment vice R&D or

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DLEB Collaborative Initiative
Total Life Cycle Systems Management
"Overview"

- **Background:**
  - Product Support efforts
  - DOD 5000
  - DPG
- **Issues:**
  - Appropriated Fund Transfers
  - Working Capital Fund
  - WSM Tour Length
  - Maintaining Competition

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Programmed Milestones

#	Milestone Summary	Start Date	Completion Date
1	Quadrennial Defense Review endorsement of Performance Based Logistics		Sep 01 (complete)
2	FY03 Defense Planning Guidance direction for PBL implementation		Sep 01 (complete)
3	5000.2R Emphasis on Integrated Product Support		Dec 01
4	Develop product coding strategy	Ongoing	J an 02
5	Update 5000.2R to include sustainment guidance	Oct 01	Feb 02
6	Service Plans for PBL Implementation	Oct 01	Mar 02

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Programmed Milestones
(con't)

#	Milestone Summary	Start Date	Completion Date
7	Develop financial strategy	Ongoing	Mar 02
8	Reassess PM professional workforce requirements	Ongoing	Mar 02
9	Incorporate TLCSM into 4140 update	Ongoing	May 02

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Points of Contact

- **LEAD AGENCY**: USMC - LtCol Regner/USMC/HQMC(LPV)

- **Service Leads**
  - Army - Larry Hill/Army DCSCOG
  - Navy - Charles Borsch/Navy AcqLog
  - Air Force - Jim Hornick/AF ILMM
  - Marine Corps - Robert Brown/USMC MATCOM

- **Joint Staff**
  - CDR Michael B. McPeak

- **OSD**
  - Lou Kratz/ADUSD(Logistics Plans and Programs)
  - Terry Whalen/OADUSD(Logistics Plans and Programs)

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Executive Agents Initiative Overview

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DLEB Collaborative Initiative Executive Agent "Definition"

- The primary intent of the initiative is to assess and align executive agent designations with warfighter requirements arising from the New National Defense Strategy.
- This initiative includes:
  - review and analyses of all existing logistics executive agent, lead agent, and primary user designations,
  - realignment of executive agent responsibilities to provide end-to-end customer services,
  - identification of force structure implication of revised executive agent designations, and
  - the evolution of revised deliberate planning to reflect new executive agent roles.
- Executive agent assignments for all logistic functions to be evaluated including but are not limited to: ammo, water, food, bulk fuel, area decon, construction material, in-theater distribution, clothing and textile, mortuary affairs, medical, port opening, general engineering, and inland waterways.

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DLEB Collaborative Initiative Executive Agent "Issue"

- Lack of clear and concise published guidance.
- Little to no resourcing, makes it difficult to carry out assignment.
- Confusion as to what constitutes an executive agent vs "lead agent", "common-use provider", "wholesale material manager" etc.
- Not well documented when there is a transition from peacetime support to wartime.
- Ineffective EA assignments fosters a larger than necessary logistics footprint; it does little to reduce redundancy and strains resources, both fiscal and personnel.
- **Bottom line:** Reduction in mission effectiveness

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DLEB Collaborative Initiative Executive Agent "Logistics Impact"

- Complicates CINCs'/Services planning processes.
- In house resourcing impacts Services, force structures
- Service mission responsiveness, agility is degraded
- Redundancies, resource competition increases log footprint

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DLEB Collaborative Initiative Executive Agent "The Way Ahead"

- Four teams currently working: DoD Policy (for EA assignment process), Communications, Process Tools, Focused Logistics Wargame (FLOW), EA Test/Validation

- Developing EA roles, responsibilities template

- Examined 6 EA directives in FLOW:
  Subsistence, Tactical Water, Fuel (bulk), Medical Supplies, Construction Materials, NBC Decon

- EA identified as the #1 issue in FLOW 01

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Executive Agent Programmed Milestones

#	Milestone Summary	Start Date	Completion Date
1	OSD, J 4, FLOW Partner	Dec 00	Feb 01
2	EA Charter signed by OSD and J 4	Feb 01	May 01
3	OSD DA&M publishes DODD	Jul 01	Jan – Feb 02
4	Tactical Water Bulk Fuel Subsistence Construction Material NBC Decon Medical Ammo	Jun 01 Jun 01 Jun 01 Jun 01 Jun 01 Jun 01 Oct 01	Mar 02 Mar 02 Mar 02 Mar 02 Mar 02 Mar 02 Mar 02

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DLEB Collaborative Initiative Executive Agent "Review Process"

Current Assignments

Current Resources/Shortfalls

Executability

Alternatives

Cost/Benefits

Recommendations

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Condition Based Maintenance Initiative Overview

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DLEB Collaborative Initiative Condition-Based Maintenance (CBM) "Overview"

- **Definition**

  Improve maintenance practices based on the application and analysis of real-time assessment of equipment condition which is obtained from embedded sensors and/or external tests & measurements taken by portable equipment.

- **Goal**
  - Develop policy that maximizes CBM effectiveness
  - Focus inter-Service CBM efforts
  - Encourage Services to employ health monitoring technology (prognostics, diagnostics) to maximize supportability and readiness of major systems
    - New systems acquisition
    - Aging systems sustainment

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DLEB Collaborative Initiative Condition-Based Maintenance (CBM) "Overview"

- **Approach**
  - Identify goals
  - Assess Services programs, policies and guidance
  - Identify technical, operational, and resource shortfalls
  - Evaluate Current and Emerging Technologies
  - Collaborate with Industry
  - Develop guidance
- **Areas of Evaluation**
  - Services best practices & lessons learned
  - Technologies -- current and emerging
  - Architecture -- Open, COTS
  - Costs and Savings
  - Commonality -- Interoperability, Standards
  - Military/Industry Collaboration--associations, professional societies, partnerships, trade publications
  - Application to Legacy Systems

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DLEB Collaborative Initiative Condition-Based Maintenance (CBM) "Overview"

- **Examples of Current Programs**
  - Joint
    - Joint Strike Fighter Prognostic Health Management System

    On-board prognostic capability for structure, engine, and avionics
  - Army
    - Army Diagnostics Improvement Program (ADIP)

    Program to embed diagnostics in all Army equipment
  - Navy
    - Integrated Condition Assessment System (ICAS)

    Condition-monitoring software for surface fleet ships
  - Air Force
    - Comprehensive Engine Trending and Diagnostics System (CETADS)

    Software used for aircraft engine trending and performance diagnostics
  - Marines
    - Autonomic Logistics capability in the Advanced Amphibious Assault Vehicle (AAAV) and the Medium Tactical Vehicle Replacement (MTVR)

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Unresolved Issues

No unresolved issues at this time

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Condition-Based Maintenance (CBM)
IPT Members

- **Members**
  - Mr Grover Dunn, SES, AF/ILM (Primary Lead)
  - Lt Col Mark Atkinson, AF/ILMM (Alternate Lead)
  - Capt John Orzalli, USN
  - Maj Yost, USMC
  - Maj Dan McLean, USMC
  - Mr Chris Lowman, USA
  - Mr Freddie Peralta, USAF
  - Lt Col Deborah Shattuck, Joint Staff (Pri)
  - Col Rick Schwartzman, Joint Staff (Alt)
- **DoD Sponsor**
  - Mr Robert Mason
  - CDR Phil Farnum

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Depot Maintenance Partnerships
"The Way Ahead"

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Desired End State

- **Dramatic increase in depot maintenance public-private partnerships resulting in-**
  - Increased private sector investment in facilities and equipment
  - Increased facility utilization
  - Reduced cost of ownership
  - Workforce integration
  - Improved business processes
- **Greater credibility and more collegial working relationship with the Congress**

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Description of Initiative

- **Challenges:**
  - 10 USC 2464 (core) and 10 USC 2466 (50 percent limitation on contracting) often hinder initiatives to implement product support
  - Depots have suffered degradation from lack of capital investment over the past decade due to increasing higher priority requirements
- **Change required:** Improving output and performance of organic depots through increased participation by private sector via industrial partnering

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Description of Initiative (cont)

- **Funding:** No separate funding required. Supported within respective Performance Based Logistics or depot repair funding line.
- **Actions:**
  - Develop policy to enable and empower the organic depots to develop appropriate partnerships with the commercial sector
  - Capitalize on new flexibilities afforded by the provisions of the amended 10 USC 2474
    - Enhanced authority to engage in production (sales)
    - Enhanced authority to make facilities & equipment available to entities outside DoD (leases, etc.)
  - Engage Congress to obtain additional statutory flexibility

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Depot Maintenance Public-Private Partnerships

A Working Definition

Agreements between public sector maintenance depots and private sector entities for one or more of the following:

- **To accomplish or support DoD-related work:**
  - Work-sharing arrangements - using a combination of organic and commercial facilities and employees - usually non-statutory with contract to private sector & work directive to public sector, coordinated with MOU/MOA
  - Teaming arrangements - an organic depot and a commercial firm - public and private sector together bid on contract, one as prime contractor and one as a subcontractor
  - Hire of organic depot capabilities to provide articles and/or services to the private sector - utilizing statutory sales authorities
- **To accomplish or support DoD or commercial-related work**
  - Lease of organic equipment and/or facilities
- **Arrangements take various forms**
  - E.g., negotiated work arrangements, teaming agreements, subcontracts to an organic facility, organic workloading coupled with commercial contract
  - May be based on statutory authority or memorandum of agreement

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Depot Maintenance Partnership Characteristics

An agreement between an organic activity and a commercial firm

Organic perspective:

- **Typically brokered by a common customer**
  - PM, ICP, etc.
- **Frequently involves multiple aspects**
  - Lease, workshare, production, teaming
- **Range of government resources**
  - Infrastructure
  - Workforce
  - Operating permits
  - Production funding
  - R&D

Commercial perspective:

- **Attractive business prospect**
- **Access to government**
  - Workloads
  - Capabilities
- **Capital investment in exchange for longer term**
- **Range of commercial resources**
  - Technology
  - Expertise
  - Product Support
  - Potential commercial workloads

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Vision: Increase Public-Private Partnering

- **An aggressive program - with strategic direction and strong support**
- **Greater numbers; more participants; higher dollar value; joint investments; increased visibility**
- **More innovation to leverage the strengths of both sectors**
  - Commercial - product support functions and business processes
  - Organic - maintenance production capabilities and processes
  - Original equipment manufacturers - technology insertion
- **Expected outcomes**
  - Modernized, rationalized infrastructure
  - Integrated workforces and processes
  - Improved support to the warfighter

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Increasing the Level of Partnerships

- **Growth areas**
  - Work that is currently organic
  - Work related to new systems
  - Commercial work that can be done in depots
- **Triggers and forcing events**
  - Reposture existing support
  - (Potential) BRAC realignment
  - Contractor initiatives (e.g., performance-based logistics and lifetime partnerships from program inception)
  - OSD/Service policy, programs, plans, and targets

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Considerations

- **Is 50-50 an impediment?**
  - Currently only an Air Force issue
  - Accounting rules in 50-50 reporting determine what is public and private sector work
  - Established policy counts all work performed by government employees (including private sector sales) as public sector
- **Use of DoD employees for non-DoD work**
  - Depots generally should not compete for non-Defense work
  - May be instances where commercial capability is not available
  - May want policy to avoid appearance of competition
- **Stakeholder interests**
  - Identify impacts of more partnerships
  - Mitigate undesirable effects
  - Ensure understanding on part of all stakeholders

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Enablers - Actions

- **Strategy:** vision and definition
  - Definition will establish policy to some extent
  - Link with strategic vision – will define “broadness” of approach
- **Policy:** enable, encourage, and facilitate
- **Plan:** provide roadmap and publicize
- **Legislation:** if needed
- **Address, resolve partnership issues within JLB structure**

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Campaign Plan

Accomplishments

- **Appeal submitted on partnering exemption provision in NDAA for 2002.**
- **Draft partnering policy developed and released for comment.**
- **Hold harmless provision in House version of NDAA for 2002.**

Planned

- Release draft of policy memorandum Dec 01
- Management forum on partnering Dec 01
- Issue final policy memorandum Jan 02
- Legislative proposals Feb 02
- Publish implementation plan TBD
- Develop and apply metrics TBD

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Unresolved Issues

No unresolved issues at this time

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Points of Contact

OSD Sponsor:	**Robert Mason**	**ADUSD/MPP&R**
Lead:	**Hollis Hunter**	**OADUSD/MPP&R**
Army:	**Dottie Medicus-Rudik**	**DALO-SMM**
Alt:	**COL Joe Albright**	**DALO-SM**
Navy:	**CAPT Robert Buckley**	**N432**
Alt:	**Lynn Normand**	**N43L**
Air Force:	**Karen DeGrange**	**AF/ILMM**
Alt:	**Jan Mulligan**	**AF/ILMM**
Marine Corps:	**Debbie Petrasek**	**HQMC/LPC-2**
Alt:	**Steve Thien**	**HQMC/LPC-2**
Joint Staff:	**Lt Col Debra Shattuck**	**J4/SMPD**
Alt:	**COL Richard Schwartzman**	**J4/SMPD**
DLA Monitor:	**Jason Hirsh**	**DLA/J35**

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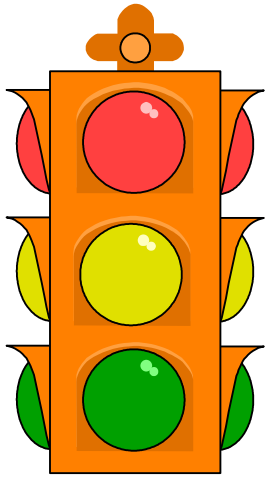
Our Progress Gauge

- **Initiative status tracked via stoplight gauge….**



- **RED**:
  - Initiative is well below glide path; IPT/DLEB corrective action not possible - JLB intervention required
- **YELLOW**
  - Initiative is behind schedule, over budget, and/or metrics are not meeting goals, but we do have a corrective plan; **do not** need JLB involvement
- **GREEN**
  - Planning/Implementation is on glide path
  - Investment cost is on budget
  - Performance metrics are meeting or exceeding goals

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The JLB Roadmap

- **21 Dec JLB:**
  - Progress Report - Depot Maintenance Partnerships
  - Overview of Enterprise Integration
  - The Way Ahead - Enterprise Integration
- **31 Jan JLB**
  - Progress Report - Enterprise Integration
  - The Way Ahead - Condition Based Maintenance
    - Executive Agents
  - Introduction - Total Life Cycle Systems Management
    - End-to-End Distribution
- **25/26 Feb JLB**
  - Progress Report - Condition Based Maintenance
    - Executive Agents
  - The Way Ahead - Total Life Cycle Systems Management
    - End-to-End Distribution

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